

7/1-2001

13 MAY 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Proposed Meetings with Small
Groups of Careerists

REFERENCE : Minutes, DD/S Staff Meeting,
13 April 1971, para. 4

1. This is in response to your request for comments on the proposal that you initiate a series of meetings with employees of the Support Directorate.

2. I don't know the precise objective of your meeting with the personnel of the Support Directorate, but I can think of no better general forum for you to meet and discuss and respond to questions on the more or less apparent problems and direction of the Directorate than that of such courses as Trends and Highlights, Midcareer, and the Advanced Intelligence Seminar. If, however, the aim of the expanded meetings is to accomplish something more concrete, it would perhaps be useful for you to follow a more determined line of inquiry. For example:

a. In my conversations with the MAG and the Junior Officers Working Group, as well as with students in such courses as the AIS and the MEDC, it has become apparent to me that the flow of communications in the Agency may very well be stemmed at the midcareer level--with the latter group not funneling the message upward and consequently no response coming downward from the top.

b. Over a period of runnings of the Managerial Grid, DDS personnel have listed the barriers to communication in the DDS and have suggested remedies to overcome these obstacles. If carefully defined, the barriers could provide a realistic framework for discussions with select groups.

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c. All concerned students of management talk a great deal about the centralizing of decision making at the highest level as the last steps of a fossilized bureaucracy. The need to push decision making responsibility downward is real. I suspect that job dissatisfaction is more related to exclusion from a piece of the action than to other common and supposed ills.

3. A negative aspect of the proposal is the fact that you cannot possibly meet with all DDS personnel--those not included are bound to feel left out unless some very practical or random method of selection is made.

[Redacted Signature]

HUGH T. CUNNINGHAM
Director of Training

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DD/S 71-1754

Approved For Release 2002/11/20 : CIA-RDP84-00780R003900250004-1

6 MAY 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Extension of DD/S Interview Program
to Non-"S" Generalists

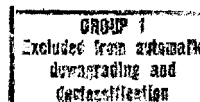
REFERENCE : DD/S Staff Meeting of 13 April 1971

As requested, it is our judgment that the extension of the DD/S Interview Program to Non-"S" Generalists in other Support Directorate career services would be a constructive development and we do endorse it.

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JOHN R. TIETJEN, M. D.
Director of Medical Services

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7 MAY 1971


MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Proposal--Should DD/S Meet with Careerists in
the Various Support Directorate Career Services

1. This memorandum is for your information and submits a response to a question raised at the DD/S Staff Meeting on 13 April 1971.

2. I have carefully considered the proposal that you meet with small groups of other careerists in the Support Directorate, much as you have done with the "S" Careerists on Monday afternoons. While I believe that our Personnel Careerists would certainly welcome and enjoy the opportunity to meet with the Deputy Director for Support, I do not believe that the good derived from such meetings would justify the amount of time that you would spend in such discussions. I doubt if many of the Support Services Office Heads are finding the time to meet on a scheduled basis with their careerists. From a realistic standpoint, I believe that meeting with the head of their own individual career service would be more relevant for the individual careerist as is, of course, the case when you meet with the "S" Careerists. With this in mind, you may wish to consider encouraging your Office Heads to meet more frequently with their own people in an effort to develop closer communication between management and others in their own career services.

3. I would be glad to discuss this matter further if you desire.



Harry B. Fisher
Director of Personnel

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6 MAY 1971

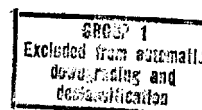
MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Proposed Meeting with Selected Careerists
from the Support Directorate

1. This memorandum is for your information only.
2. Reference is made to your request at a recent DDS staff meeting for comments relative to a proposal that you meet with small groups of careerists from the Support Directorate on Monday afternoons, much as you have done in the past with "S" Careerists.
3. I have considered this proposal carefully and objectively and have discussed it with senior members of my staff. We all understand and respect your motivation but believe that this might develop into "gripe sessions" which might prove embarrassing to you and complicate personnel and career management in your individual offices.


Howard J. Osborn
Director of Security

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6 MAY 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Meetings Between DD/S and SC Careerists

The Office of Communications has many career employees who would be pleased to meet with the Deputy Director for Support for sessions similar to those he has held with careerists from other components.


Deputy Director of Communications

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16 APR 1971

MEMORANDUM FOR: Deputy Director for Support


SUBJECT : Informal Discussions with Members of the
Various Support Career Services

REFERENCE : Item 3 on 13 April 1971 Agenda of the
DD/S Staff Meeting

1. This memorandum is in response to your request for comments and suggestions on the extension of your present interview program to other Support careerists.

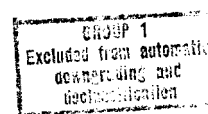
2. We believe the idea of informal meetings with members of the different Support Career Services has considerable merit and would contribute to further improvement of communications within the Support Directorate. Such meetings would enable the participants to relate to the Deputy Director for Support and increase the feeling of belonging to the Support Directorate. The meetings would provide a useful forum which should be mutually beneficial by permitting the exchange of views on a variety of subjects in a loosely structured atmosphere and by isolating and identifying problems and concerns not readily apparent to senior Agency officials. A by-product advantage would accrue by publicizing the program throughout the Directorate, thus providing additional evidence of the real and sincere interest on the part of top management of the Support Directorate in the feelings, interests, and careers of all Support personnel.

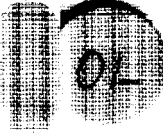
3. We believe the groups should include a representative cross section of the Directorate and any given group should not consist of representatives from only a single career service. We would suggest a given group, to the extent possible, have a common field of interest. For example, select a group of SL, SP, and SF officers assigned to different DD/P divisions and staffs. We believe the groups should continue to be small so the meetings may be held in your office. We doubt that scheduling the meetings in your conference room would be a desirable alternative to the use of your office even though it might accommodate more careerists. We believe the suggested size and location would serve to create an air of informality and should encourage free exchange and active participation among those invited to attend.


Acting Director of Finance

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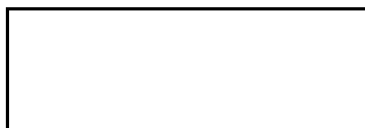
EYES ONLY
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19 APR 1971

MEMORANDUM FOR: Deputy Director for Support

Dear Jack:

1. I write you concerning the item discussed at the 13 April Staff Meeting concerning your proposal to consider having sessions with Careerists from the individual offices of your Directorate.
2. I certainly am not opposed to the idea and believe it has merit. Conversely, I think another option of encouraging Office Directors to bring selected Careerists with them, from time to time, when they meet with you on substantive matters has at least equal merit. In the latter situation, conversations certainly would not have to be forced, you can calibrate an individual from how he participates in the substantive conversation and, indeed, could carry on a brief conversation with him. There is obviously an inhibition with the Head of his Career Service being present.
3. Should you elect to follow your own thought, it would make little difference to me if you asked us to suggest the people to meet with you or, if on any basis of random selection, you would like to choose the names. Either option has its advantages. I would hope, however, that if you follow your own thought you would be good enough to give us a feedback so that we could use this device as another means to keep ourselves posted on that most difficult problem of communications --- what do people really think.



John F. Blake
Director of Logistics

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EYES ONLY

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